

MULTIMEDIA



UNIVERSITY

STUDENT IDENTIFICATION NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2017 /2018

BRS2814 – RECRUITMENT & SELECTION
(Distance Education)

16 OCTOBER 2017
9:00 a.m. – 11:00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of 6 pages excluding this cover page.
2. **PART A (25 Multiple Choice Questions):**
Answer all questions. Each question equals 2 marks (Total = 50 marks). Please use the OMR sheet provided.
3. **PART B (2 Essay Questions):**
Answer BOTH questions. Each question carries 25 marks (Total = 50 marks). Please write your answers in the answer booklet provided.

PART 1 (25 Multiple Choice Questions)

1. Which of the following statements is true regarding staffing?
 - a. The organization is the only active player in the staffing process.
 - b. The staffing process is composed of a series of interrelated parts including recruitment, selection, decision making and job offers.
 - c. The staffing process should only be viewed from the perspective of the individual (line) manager.
 - d. None of the above.
2. The process of acquiring, deploying, and retaining a workforce of sufficient quantity and quality to create positive a impact on the organization's effectiveness is called _____.
 - a. staffing
 - b. recruitment
 - c. selection
 - d. placement
3. Which of the following is a component of the HR planning process?
 - a. Determining future HR requirements
 - b. Determining future HR availabilities
 - c. Conducting scans of the internal and external environments
 - d. All of the above are correct
4. A key advantage of having a core work force is that it provides _____.
 - a. greater predictability
 - b. greater worker productivity
 - c. greater organizational profitability
 - d. lower costs
5. A major disadvantage of a flexible work force is that _____.
 - a. it leads to loss of legal control over workers
 - b. it can lead to conflict between core and flexible workers
 - c. flexible workers are often less familiar with equipment
 - d. All of the above
6. Which of the following topics is appropriate for external environmental scanning?
 - a. Job analysis
 - b. Laws and regulations
 - c. Organizational work force composition
 - d. Employee reward preferences

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7. A limitation of observation as a means of gathering job information would be _____.
- a. access to job context
 - b. short job cycle
 - c. access to KSAOs
 - d. observer expertise
8. Which of the following is a unique advantage of using job task questionnaires?
- a. Can be used with large numbers of people
 - b. Highly diverse job content and formats
 - c. Can be used to analyse top management positions
 - d. Can be used to analyse newly created jobs
9. The recruiting approach which involves casting a wide net to identify potential applicants is called _____.
- a. open recruitment
 - b. closed recruitment
 - c. targeted selection
 - d. job requirements selection
10. Which of the following is an appropriate use of targeted recruiting?
- a. Using non-traditional sources to enhance minority hiring.
 - b. Broadening the geographical recruitment area to control selection costs.
 - c. Eliminating recruitment sources to minimize yield ratios.
 - d. Using demographics to avoid certain classes of potential applicants.
11. Which of the following best describes a feature of the “branding” approach to recruiting?
- a. Establish a “good company tag” that establishes the unique features of the organization
 - b. Develop a standard message and apply it in all cases for maximum effect.
 - c. Use the characteristics of the labour market as the sole guide in message development.
 - d. Use targeting as the principal method of message development.
12. Which of the following is a component of an internal labour market?
- a. Mobility paths
 - b. Mobility rates
 - c. Mobility matrices
 - d. None of the above

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13. Which of the following is not an innovative mobility path?
- Lattice
 - Traditional
 - Lateral
 - Parallel
14. Which of the following is true regarding mobility paths?
- Traditional mobility paths are primarily lateral in direction.
 - Traditional mobility paths make it easy to identify where to look for applicants in an organization.
 - Innovative mobility paths may move in any direction.
 - Parallel tracks allow a person to pursue one primary career track and a second career track of less importance.
15. A lattice mobility path is _____.
- characterized by upward, lateral, and downward movement.
 - found mostly within the external recruitment process
 - used in conjunction with union contracts
 - concerned with management level recruitment only
16. Internal and external recruitment efforts should be coordinated and synchronized based most directly on _____.
- corporate strategy
 - corporate vision
 - organizational staffing philosophy
 - general HR goals
17. Rankings of the finishers of competitors in a foot race is an example of a(n) _____.
- ratio scale
 - ordinal scale
 - interval scale
 - none of the above
18. When considering the use of extracurricular activities as a job performance predictor, one should _____.
- use extracurricular activities whenever possible
 - de-emphasize the use of extracurricular activities
 - use extracurricular activities mainly for selection of managerial personnel
 - use extracurricular activities when they correlate with KSAOs required by the job

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19. Measures which assess an individual's capacity to function in a certain way are called _____.
a. interest inventories
b. ability tests
c. personality tests
d. knowledge tests
20. Which of the following cognitive abilities appear to reflect general intelligence?
a. Verbal abilities
b. Quantitative abilities
c. Reasoning abilities
d. All of the above are correct
21. The person who is most likely to conduct a clinical assessment of a job applicant is a(n) _____.
a. supervisor
b. employee
c. psychologist
d. HR professional
22. Which of the following factors is the most relevant to the theory behind assessment centres?
a. Prediction of the individual's behaviour in critical roles through assessment by multiple methods.
b. Matching applicants to KSAOs required by the job.
c. Shortening the period of time needed to complete an assessment for a managerial position.
d. Substituting HR assessors for line management assessors.
23. A job candidate responding to an "in-basket exercise" would most likely be asked to _____.
a. make a simulated visit to a customer location
b. participate in an interview simulation
c. complete a written test to assess KSAOs
d. draft memos to respond to letters received

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24. The most sensible approach for addressing the issue of applicant truthfulness would be to _____.
- a. receive applicant information in good faith since the majority of applicants will be honest and it is not fair to inconvenience everyone with more verification because of a few "bad apples."
 - b. treat applicants with trust and they will respond with honesty in most cases.
 - c. have applicants provide independent, third-party documentation of all job information provided on application blanks.
 - d. verify the applicant information provided that is deemed most vital.
25. The sales approach to presenting a job offer has been adopted by many organizations because _____.
- a. mechanical presentations of job offers have been proven not to work
 - b. they apply to all situations
 - c. they cost less than mechanical presentations
 - d. they may increase the likelihood of bringing job offers to closure

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PART B (2 Essay Questions)**Question 1:**

Two common trends with regards to staffing systems are *centralization of staffing* and *outsourcing*. Discuss:

- a) The advantages of having a *centralized staffing* function, as opposed to letting each manager be totally responsible for all staffing activities in his or her unit.

(10 marks)

- b) The advantages and disadvantages of *outsourcing* the entire staffing system to a vendor.

(15 marks)

(Total = 25 marks)

Question 2:

When it comes to *employee retention* efforts:

- c) If a person says to you - "It's easy to reduce turnover, just pay people more money" - What would be your response?

(15 marks)

- b) Why should an organization seek to retain employees with performance or discipline problems - why not just fire them?

(10 marks)

(Total = 25 marks)

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